



**GLOBAL CROP
DIVERSITY TRUST**
A FOUNDATION FOR FOOD SECURITY

FUNDRAISING STRATEGY 2014–2018



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1. INTRODUCTION

The Global Crop Diversity Trust has developed a new Business Plan with a 10-year perspective, which has been endorsed by its Executive Board at its meeting in October 2013. One central element of the business plan is to put the Crop Trust on a sustainable long-term financial footing so that it will be able to deliver on its objective of securing global crop diversity forever.



Since its inception in 2003, the Crop Trust has raised total funding of nearly \$350 million. Of this amount, some \$138 million was provided into the financial endowment of the Crop Trust, and the balance for various projects implemented through the organization. The current market value of the endowment is about \$150 million.

Drawing on investment income from the endowment, the Crop Trust currently provides long-term grants of \$2.4 million annually to support 20 international collections of 17 major food crops in 9 CGIAR genebanks and two other institutions.

This long-term funding is complemented by up to \$18 million of annual funding from the CGIAR Consortium Office via the CGIAR Research Program for Managing and Sustaining Crop Collections (Genebank CRP), to finance the core costs of operating international collections in all of the 11 CGIAR genebanks.

Additionally, the Crop Trust draws on investment income from the endowment to contribute around \$150,000 annually for the operation of the Svalbard Global Seed Vault, complemented by funding from the Royal Norwegian Ministry of Agriculture and Food and the Nordic Genebank. Moreover, investment income from the endowment is expected to support \$2-3 million of annual operating expenses of the new Crop Trust Secretariat in Bonn.

Over the next two years, by end-2015, the near-term objective of the Crop Trust will be to raise its endowment to \$500 million, thus adding another \$350 million to its current size.

This would allow generating on average some \$20 million of annual investment income, providing long-term funding for international collections under Article 15 of the International Treaty on Plant Genetic Resources for Food and Agriculture, excepting the Mutant Germplasm Repository of the FAO/IAEA Joint Division.

Furthermore, by 2018 the Crop Trust aims to raise an additional \$350 million for the endowment, bringing its total size to \$850 million. Of this additional funding for the endowment, \$250 million would support long-term grants towards the conservation of key additional collections of the 25 crops listed in Annex 1 of the International Treaty that are most important in Least Developed Countries, costing some \$10 million per year. The balance of \$100 million will contribute about \$4 million per year to the long-term operation of the Svalbard Global Seed Vault; support shipments of duplicate collections to Svalbard from genebanks around the world; and fund Secretariat operations for the management of the endowment and long-term grants, including convening and facilitating crop communities.

This 5-year Fundraising Strategy discusses options and choices to support the long-term goals of the Crop Trust. It lays out a roadmap towards increasing the endowment of the Crop Trust through two consecutive replenishments rounds concluding in 2015 and 2018, respectively. Long-term funding for the endowment would continue to be complemented by short-term funding for projects.

2. FINANCING NEEDS

2.1 FUNDING PURPOSES

Donors provide funding to the Crop Trust for three primary purposes:

**Funding the
endowment**

**Supporting
specific
projects**

**Financing the
operating expenses
of the Crop Trust
Secretariat**

In addition, the CGIAR Research Program (CRP) provides funds to the Crop Trust to support the annual operating costs of the 11 CGIAR genebanks.

Crop collections require constant maintenance, and even brief disruptions or variations in funding can leave material risk of permanent loss. The *ex situ* conservation of crop diversity is by nature a very long-term task. Only stable, long-term support from an endowment fund can guarantee the elements of the global system that are too important to leave to chance. Annual disbursement from the endowment therefore underpins the core mission of the Crop Trust by providing a stream of sustainable annual investment income to support long-term grants for the secure operation of internationally important crop collections.

Donors provide funding for the endowment in an unrestricted manner, meaning that these resources are not earmarked for specific regions, countries, genebanks, collections or projects. Such funds enable the Crop Trust to allocate investment income efficiently to those collections and genebanks that demonstrate the financial need and operate in compliance with grant agreements entered into with the Crop Trust. As such, raising unrestricted donor funding for the endowment is of highest priority for the Crop Trust's fundraising outreach.

Donor funding for the endowment is the primary objective of the Crop Trust's fundraising activities.

Donor resources for projects are short-term in nature and complement the Crop Trust's core activities.

Project funds are not invested in the endowment and are spent as agreed with the donors, often over a number of years. Investment income from the endowment is not allocated to projects, meaning that donors finance the full cost of projects implemented through the Crop Trust. Projects can support any time-bound activity deemed suitable and of priority in furtherance of the Crop Trust's mission of securing crop diversity. Such activities include, inter alia, technical assistance, capacity building and training; emergency response such as in case of natural disasters or armed conflict; or other activities that go beyond the core operations of genebanks and are of key importance to set up a sustainable global system for securing crop diversity.

Project funds represent restricted, earmarked resources. Before accepting such funds from a given donor, the Crop Trust will normally discuss with the donor the need to provide core, unrestricted funding for the endowment first. Sovereign donors will often have various budget lines from which resources could be made available to the Crop Trust, stemming from different line ministries such as agriculture, environment, development cooperation, foreign affairs, or finance. In

many countries, funding from sector ministries or from ministries of foreign affairs may be earmarked, bilateral resources, while funding from the finance ministry is likely to be core multilateral funding and hence unrestricted. This points to the need for the Crop Trust's fundraising team to identify carefully, for each current and potential donor country, the specific budget lines available from which funding could be sourced for the Crop Trust. There is also a need for close collaboration between the Technical Team and the Partnership & Communications team at the Crop Trust in order to appropriately prioritize funding for the endowment in the ongoing dialogue with current and potential donors for projects.

Donors can also support the operating expenses of the Crop Trust Secretariat.

Such funding was of critical importance when the Crop Trust was created 10 years ago, given that the endowment had been in its infancy at that time and could not have generated sufficient investment income for the running costs of the Crop Trust. Today, the endowment provides considerable income to support the operations of Crop Trust Secretariat. With the planned further increase in the endowment over time, it is envisaged to finance all running costs of the Crop Trust Secretariat from annual investment income, thus phasing out donor funding for this purpose.

2.2 TARGET VOLUME FOR THE ENDOWMENT

The Global Crop Diversity Trust aims to provide sustainable, long-term funding to support the operation of a rational, effective and efficient global system to secure crop diversity forever, through *ex situ* conservation.

The system can be broken down into five components:

A. INTERNATIONAL COLLECTIONS, i.e. providing long-term grants for the secure operation of internationally important crop collections with a key role in the global system.

This includes:

1. Support for international collections under Article 15 of the International Treaty (excepting the Mutant Germplasm Repository of the FAO/IAEA Joint Division) and
2. Conservation of the top 25 crops listed in Annex 1 of the International Treaty that are most important in Least Developed Countries;

B. CROP COMMUNITIES, i.e. maintaining crop strategies through the participation and guidance of crop communities;

C. THE SVALBARD GLOBAL SEED VAULT, including ongoing operation and maintenance of the Vault and support to genebanks in sending back-up collections to the Vault;

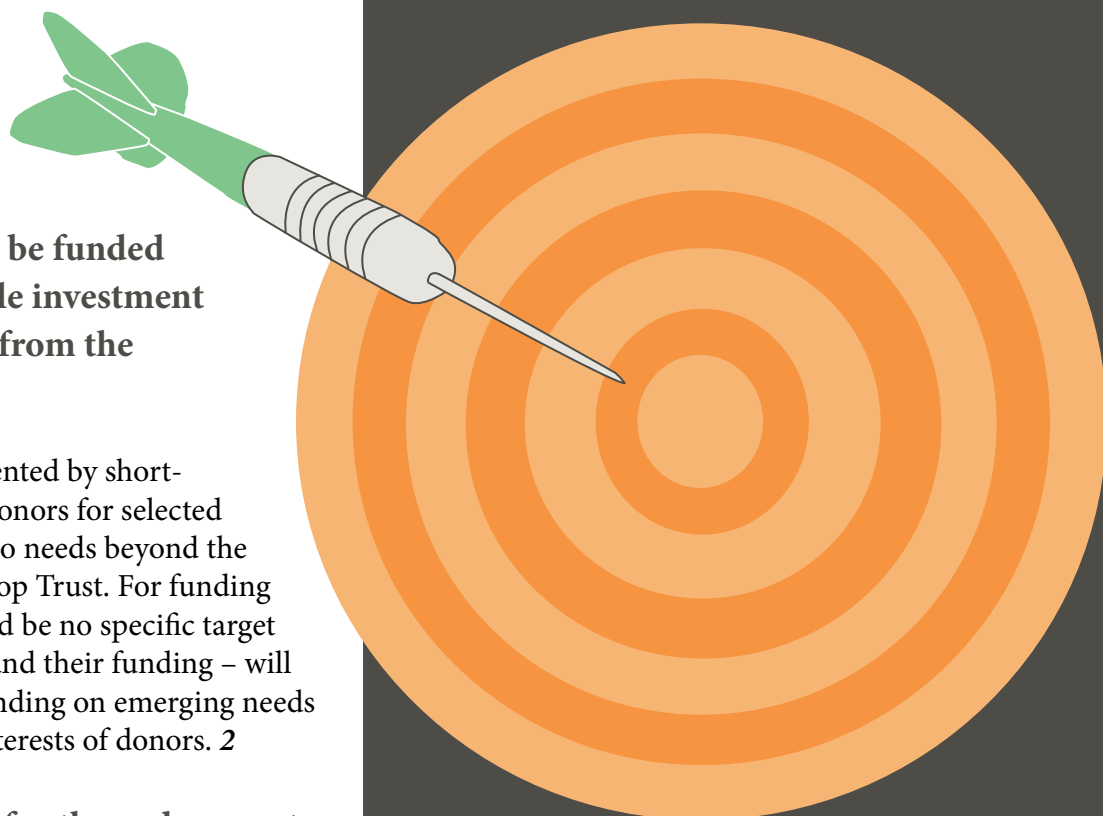
D. SECRETARIAT OPERATIONS of the Crop Trust in Bonn; and

E. INFORMATION SYSTEMS, which require development and ongoing support to improve the availability, information sharing and use of all crop collections.

These core activities of the Crop Trust should be funded through sustainable investment income generated from the endowment.

That will be complemented by short-term financing from donors for selected projects that respond to needs beyond the core mission of the Crop Trust. For funding of projects, there would be no specific target volume, as projects – and their funding – will evolve over time depending on emerging needs of beneficiaries and interests of donors. ²

The target volume for the endowment is an essential element of the fundraising strategy of the Crop Trust.



ENDOWMENT TARGET

COMPONENTS REQUIRED FOR OPERATING A GLOBAL SYSTEM OF CROP DIVERSITY, THE TARGET VOLUME FOR THE ENDOWMENT CAN BE DERIVED BY

- (I) adding up the annual financing requirements for each element, and
- (II) translating the total annual income requirement into a portfolio of financial investments.

It is assumed that the Crop Trust will generate an average investment return of 4% per year on the endowment; in addition, the Crop Trust would earn investment income as required so as to maintain the real value of the endowment against inflation.

As a result, an annual financing requirement of \$1 million (at current prices) would translate into a required investment volume in the endowment of \$25 million (at current prices).

A. INTERNATIONAL COLLECTIONS UNDER ARTICLE 15

Based on an initial costing study in 2002, the Crop Trust initially laid out an annual financing need of \$9 million to cover the long-term cost of conserving international collections under Article 15 of the International Treaty held by the CGIAR Centres. Additionally, it was assumed to build up a capacity-building fund that would make an annual allocation of \$2.5 million; moreover, the endowment would need to generate \$2.2 million per year for operational costs of the Crop Trust.

As a result, total financing requirements were initially estimated at some \$13.7 million per year, with a target volume for the endowment of \$260 million. This was based on an assumed annual return on investment of 5%, generating \$13 million of income per year, plus an additional 3% of investment income to cover inflation and maintain the real value of the endowment over time.

Experience since the initial costing study has shown that the annual cost of maintaining international collections over the long term is considerably higher than \$9 million, while the average investment return achievable on the endowment is somewhat lower than 5% in real terms.

In 2010, the Crop Trust partnered with the new CGIAR Consortium Office to commission a study of the 11 CGIAR genebanks with the goal of determining in a standardized and uniform way the cost of conserving their eligible collections to international standards and making them available under the terms of the International Treaty. Based on this costing study, a revised target of \$470 million was used in the Genebank CRP that was funded in 2012 and will run through 2016. The Genebank CRP

contains a commitment to phase out the need to solicit annual funds from donors by building up the Crop Trust endowment to sufficient size to ensure sustainable long-term funding.

Through its work with genebanks and the CGIAR Consortium Office since 2010, the Crop Trust Secretariat has generated detailed annual expense and budget data of the genebanks supported under Article 15. This allows the costs of operating the genebanks to be isolated from the overall expenses of the international research centers within which the genebanks are embedded. The Crop Trust has also specified the “core” operations of the genebanks as those necessary to meet the needs for long-term conservation and distribution of plant genetic material for food and agriculture. In addition, the Crop Trust has defined essential additional requirements related to cryobanking, additional acquisitions, optimization of collections, capacity building and information systems, complemented by management and program costs.

On this basis, the Crop Trust estimates the annual cost of core operations of genebanks holding international collections under Article 15 at about \$20 million, including the global collections held in trust by the CGIAR Centres (and with the single exception of the Mutant Germplasm Repository of the FAO/IAEA Joint Division, which is not of relevance to the Crop Trust’s mission).

Cost estimates will be subject to regular review. Changes in the operation of genebanks, for instance through cost efficiency measures or changes in the structure of genebanks, could affect their core operating costs. The Crop Trust will inform donors and the Board of updates to its cost estimates.

At \$20 million per year to be contributed by the Crop Trust to preserve international collections under Article 15 of the International Treaty, this implies an investment in the Crop Trust's endowment of \$500 million.

B. TOP 25 CROPS LISTED IN ANNEX 1

The goals established in the Crop Trust's Constitution specify that it will “safeguard collections of unique and valuable plant genetic resources for food and agriculture held *ex situ* with priority being given to those that are plant genetic resources included in Annex 1 to the International Treaty or referred to in Article 15 of the International Treaty”.

These two components of the Treaty define what material is included in the multilateral system. Annex 1 is a list of crops that are covered under the system, while Article 15 gives special coverage to all of the collections formerly held in trust by the CGIAR Centres under agreement with FAO, some of which are not Annex 1 crops. Since the Treaty was established, other institutions have made their collections available under Article 15 through separate agreements with the Governing Body of the Treaty. The Crop Trust currently supports Article 15 collections held by 17 of these institutions through long-term grants.

The Crop Trust defines its coverage in terms of crops, not institutions.

In theory, it could support all collections of all the crops listed in Annex 1 as well as all collections covered by Article 15. However, appropriate targeting of crops will have a far greater impact where it matters most: on the foundations of food security and sustainable livelihoods.

Drawing on statistics available in the FAOSTAT database, the Crop Trust will focus its long- and short-term activities in the next ten years, outside of Article 15, to collections of the 25 Annex 1 crops which are most important in Least Developed Countries (LDCs), as reflected by production statistics in these countries in 2010. This will also include the wild relatives of these crop species, where these

fall under Annex 1 of the Treaty. This list and the Crop Trust's coverage will be re-evaluated every ten years.

Based on its current crop strategies, the Crop Trust estimates that fully supporting the distinct *ex situ* diversity of those crops existing outside of Article 15 collections will require some \$10 million per year, adding \$250 million to the required endowment.



Firm costing data for additional key collections of all 25 crops will be sought through the crop communities once they are convened. Changes in the coverage of crops to be supported, such as through an expansion of the list of crops in Annex 1 of the International Treaty, would affect cost estimates.

C. OTHER LONG-TERM COSTS

Further long-term cost of operating a global system of crop diversity include: the maintenance of crop strategies through crop communities; operating the Svalbard Global Seed Vault; Secretariat operations of the Crop Trust in Bonn; and development and support of information systems at genebanks and in the Secretariat to facilitate the global use of all crop collections.

The construction of the Svalbard Global Seed Vault was completed in 2008. The Vault is expected to provide sufficient capacity to accommodate international needs for safe storage of duplicate seeds from all interested countries and parties into the foreseeable future, so that additional investment for increasing capacity at the Vault is not anticipated. However, maintaining and operating the Vault on a continuous basis involves costs. Funding is provided by the Nordic genebank (NordGen) and the Government of Norway, currently complemented by about \$150,000 per year of investment income from the Crop Trust's endowment.

The Crop Trust has an interest in remaining engaged financially in the operation of the Vault, given the critical importance of this infrastructure for global seed conservation. Sustainable funding arrangements for the long-term operation of the Vault will need to be agreed to with NordGen and Norway in the near future.

In total, other long-term costs to be financed through the endowment would be around \$4 million per year, requiring an additional investment in the Crop Trust's endowment of \$100 million.

2.3 BUILDING UP THE ENDOWMENT IN PHASES

Summing up, these components of a global system for conserving crop diversity ex situ carry a total cost of some \$34 million per year. This translates into an endowment target of \$850 million, as per Table 1.

Components of the Global System for Crop Diversity	Annual Cost to the Crop Trust	Crop Trust Endowment Required
International Collections under Article 15	20	500
Top 25 Crops Listed in Annex 1	10	250
Other Long-term Costs	4	100
Total	34	850

Table 1: Target Volume for the Endowment (US\$ million)

Raising funding for the endowment could take place in two phases. The first phase would aim to raise some additional \$350 million for the endowment, by 2015. Taking into account the current endowment value of \$150 million, this would bring the total endowment to the first target of \$500 million, to finance core operations of international collections under Article 15 of the International Treaty. The second phase would aim to raise an additional \$350 million, by 2018, bringing the endowment to \$850 million, thus covering the top 25 crops listed in Annex 1 of the International Treaty and other long-term costs, per Table 2.

Phases	Annual Cost to the Crop Trust	Crop Trust Endowment Required	Current Endowment Available	Donor Funding Sought
Phase 1, by 2015: International Collections under Article 15	20	500	150	350
Phase 2, by 2018: Top 25 Crops Listed in Annex 1 plus Other Long-term Costs	14	350	0	350
Total	34	850	150	700

Table 2: Donor funding sought for the endowment (\$ million)

3. FINANCING MODALITIES

Over the past decade, the Crop Trust has received pledges and contributions from a range of donors, including sovereign countries, multilateral organizations and foundations, other non-profit organizations, private corporations and individual donors. The bulk of funding for the endowment and for projects has been provided by 14 sovereign countries, the Bill and Melinda Gates Foundation and the Grains Research & Development Corporation. There is substantial scope for broadening the donor universe of the Crop Trust going forward. This will be essential in order to achieve the funding targets for the endowment and to secure additional funding for future projects.

3.1 DONOR TYPES

A. SOVEREIGN COUNTRIES

Sovereign donors will continue to be the primary source of funding for the endowment of the Crop Trust in the foreseeable future.

To date, the endowment has received total contributions of nearly \$140 million. About 95% of this volume has been committed by 14 countries. Three of these are developing countries (Egypt, Ethiopia and India). The 11 developed country donors (Australia, Germany, Ireland, Norway, New Zealand, the Slovak Republic, Spain, Sweden, Switzerland, the United Kingdom and the United States of America) have pledged the bulk of the endowment funding.

In addition, these and other donor countries have provided considerable funding for specific projects financed outside of the endowment fund.

The Crop Trust will work with existing donor countries for additional contributions to the endowment. It will be important to explain to existing donors that the Crop Trust will also approach new donor countries, with a view towards achieving a fair international burden-sharing arrangement to fund the endowment. In this process, due credit will be given to prior pledges and contributions to the endowment from existing donors.

Expanding the donor universe

will focus initially on developed economies which are established funders in the fields of agriculture, food and nutrition, economic development, climate change and related public goods themes.

In approaching these new donors, arguments will be made towards:

- (a) the self-interest of all nations to protect crop diversity, for the benefit of their own agricultural base;
- (b) the high dependence of developed nations on seeds and crops originating from developing countries; and
- (c) the responsibility of richer nations to contribute to a global public policy issue, and to do so in solidarity with other developed and developing nations.

Among developed nations, targets as new donors to the Crop Trust's endowment would include:

- (a) European Union member countries;
- (b) the European Commission itself (i.e., the Directorate General for Agriculture and Rural Development, and the Directorate General for Development and Cooperation); and
- (c) other advanced countries that are established donors, such as in the field of development cooperation, and that do not yet contribute to the Crop Trust, or who have contributed to projects and operating costs of the Crop Trust but not yet to the endowment itself.

An expansion of the donor base will also target selected major emerging economies, primarily among the Group of 20 countries, to the extent that they are not yet contributing to the endowment of the Crop Trust. In addition, selected other developing countries could be

targeted if there are important relationships of the Crop Trust with respect to ongoing technical cooperation. Moreover, an even more inclusive approach would target any country, whether high, middle or low income that has a track record of providing funding for economic development and/or for environmental sustainability purposes in other countries.

A central argument to be made with all prospective donor countries is their own need and desire to be anchored in multilateral fora, taking on a commensurate public role in the international arena, beyond their own self interest, to address global issues of food security and climate change.

Outreach to new donor countries will need to be selective and strategic, in view of the limited staff size of the Crop Trust Secretariat. Staff will prioritize countries where existing relationships and connections exist that might be leveraged. The Crop Trust will also be mindful of legal restrictions in some donor countries that may prevent them from contributing to a financial endowment as opposed to specific projects. In approaching donors, the Crop Trust Secretariat will be explicit about the higher priority assigned for contributions to the endowment vs. contributions to finance specific projects.

One potential additional target for securing funding from governments could be through their sovereign wealth funds. These could be interested in a long-term investment into the endowment fund of the Crop Trust, with an understanding that investment returns during the period remain with the Crop Trust. These funds would engage in such capital investments due to their desire to be recognized as socially responsible investors.

B. FOUNDATIONS AND NON-PROFITS

The Crop Trust will build further strategic partnerships with foundations to reflect its global footprint.

The Secretariat will continue to engage with the Bill and Melinda Gates Foundation as major funder of both the endowment (\$7.5 million) and projects (\$22.4 million). Outreach will be made to other national, regional and global foundations, multilateral organizations and other non-profit entities, including those that have provided funding for the Crop Trust to date, primarily for short-term projects. In view of the limited prospects for these entities to provide significant funding for the endowment, fundraising activities will need to be well calibrated to ensure cost efficiency.

C. CORPORATIONS

Over the past years, three corporations have provided some \$7 million to the Crop Trust, with two of them pledging funds for the endowment. The Crop Trust will work with these and other corporations as prospective donors to fund the endowment.

The private sector is an essential stakeholder of the Crop Trust's work, as seeds are conserved and distributed with the ultimate purpose of producing food. For example, such links are critical in the chocolate and juice sectors. The Crop Trust may focus on a few major players in the seed breeding industry and also in farming, food processing, food distribution and food retailing. The latter food sectors depend critically on the availability of diverse agricultural products as a foundation for their business.

Donations from the food retail sector in particular would help to disseminate the name of the Crop Trust to households in current and prospective donor countries.

At the same time, the Crop Trust will be mindful of the possible reputational risks associated with private sector partners, carrying out appropriate donor due diligence assessments on prospective donors. Corporations will seek to engage with the Crop Trust for the brand value that an affiliation with an international organization offers, in addition to the business value that firms assign to the Crop Trust's mission to preserve crop diversity. The Crop Trust will need to be careful and selective to properly weigh financial benefits and reputational risks in its relations with corporations.

D. INDIVIDUALS

While not significant as a share of total contributions, individual donations broaden the global support base of the Crop Trust in different constituencies. Some 150 individual, private donors have contributed about \$100,000 in total to the Crop Trust over the years, of which some \$18,000 was received through the "Donate" button on the Crop Trust's website, including through recurring donations. Private individuals serve to increase the visibility and name recognition of the organization. While fundraising for the endowment will not actively target individuals, the Secretariat will keep the Crop Trust's website updated to attract further interest in the mission of the Crop Trust and motivate additional individual donations. This will be supported by a wider Communications outreach of the Crop Trust.

Contributions from selected high net-worth individuals might provide significant funding while also raising the profile of the Crop Trust. For example, endowing a specific crop might be attractive to an individual wanting to make a difference forever.

The Crop Trust would also benefit from a group of high-profile Representatives made up of celebrities and other VIPs.

Attendance of the Executive Director of the Crop Trust at key international events would be conducive in this respect. Board Members of the Crop Trust are invited to generate the necessary support from within their constituencies and to identify suitable names.

3.2 CONTRIBUTION TYPES

So far, all donor contributions provided to the Crop Trust have been in the form of grants, as either unrestricted funding for the endowment or restricted funding earmarked for specific projects or for covering the operating expenditures of the Crop Trust Secretariat. For the future, it is expected that grant contributions will continue to represent the bulk of funding for the Crop Trust.

Contributions for the endowment would need to continue to be unrestricted. Since investment funds are commingled, it would not be possible to separate out the share of investment income attributable to a portion of the endowment capital contributed by a specific donor. For financing the endowment, there will also be some variability of the available investment income depending on capital market conditions. Moreover, the annual grant expenses for genebanks may vary somewhat between years, depending on their financing needs and their compliance with grant requirements set forward by the Crop Trust. In view of these factors, donors contributing to the endowment will need to be mindful that there are limits for attributing direct annual results to their individual contributions paid into the endowment.

Some donor countries may be attracted to providing concessional loans, rather than grants, to the Crop Trust. Interest free loans from donors would need to offer the Crop Trust a sufficiently broad time window, such as over 20 years, in order for the Crop Trust to invest the resources as part of the endowment, drawing annual investment income for core activities. At maturity, the donor could demand loan repayment or agree to a partial – or full – write-off. This may be of particular interest to middle-income countries where local poverty rates are still high in parts of the country, and where political support for grant financing of international organizations is still limited. These countries would likely grow to a higher income level by the time of loan maturity, allowing them to write off the loan provided to the Crop Trust.

Some countries or foundations may be interested in providing matching grants. Under a matching grant, a donor agrees to match every dollar raised by the Crop Trust with a dollar from the donor. This offers leverage to both the donor and the Crop Trust, and could help donors in making their own case for granting resources to the Crop Trust's endowment.

The near-term objective of the Crop Trust is to mobilize significant funding for the endowment, and such funds are likely to continue to come primarily from donor governments. In the medium to long term, it is conceivable that the Crop Trust will reach out further to private individuals, to increase public awareness and support for the Crop Trust and to raise funding. That could include voluntary solidarity contributions whereby individuals give small amounts in conjunction with sales transactions like buying groceries at a food retailer. This would require partnering with a name-brand company, and suggestions from Board Members in this regard would be welcome.

3.3 OPTIONS FOR BURDEN-SHARING

Multilateral fundraising for public goods often involves the concept of fair burden-sharing among donor countries. The intention is to arrive at an equitable distribution of the financial cost between nations when tackling global public policy issues that require international cooperation. This helps to avoid “free-riding” and it provides added arguments within a given donor country for contributing a specific amount of grant funding to an international undertaking. Burden-sharing is most successfully used among global and regional development banks during periodic replenishment rounds of their concessional finance arms that provide grants and soft-loans to low-income countries. It also found its way into fundraising rounds of multilateral “vertical funds” such as in climate change (the Global Environmental Facility) or public health (the Global Fund to Fight Aids, Tuberculosis and Malaria).

Burden-sharing is often rooted in economic indicators and serves to provide helpful guidance to donors. Donors discuss and agree on a set of relevant and transparent indicators to illustrate the financial ability and economic rationale for a country to contribute to a specific public policy cause. This leads to recommendations of contribution amounts for each donor. Actual contributions by donor may differ from this guideline, yet there is an expectation that donors will at least meet their “fair” share derived from the burden-sharing formula.

A country’s economic capacity is the foundation for fair burden-sharing. A nation’s financial strength to contribute to global public policy issues is usually a function of the size of its economy, measured by gross national income, and its relative wealth, measured by per capita income. For example, a small but wealthy economy may have the same capacity to contribute as a larger economy with a lower average income. Both indicators combined result in a recommended percentage burden-

share for a given donor country. Multiplying that share with the total target volume of funds to be raised yields the expected contribution amount of the donor country.

Indicative target contributions would be adjusted by amounts already pledged by a donor to the endowment of the Crop Trust, resulting in a net additional amount to be contributed to the endowment.

In considering burden-sharing, the list of donors needs to be inclusive and comprehensive. Countries should include current and potential new donors to the endowment. This is illustrated in Table 3, which lists current donors to the Crop Trust’s endowment plus adds those countries as potential donors that are either established providers of international development finance or are emerging economies with a track record of providing financing for economic development in other countries. Some of these are already donors to the Crop Trust for project-related activities.

Table 3 illustrates the incremental, net amounts that could be sought from current and potential donor countries in order to fund Phase 1 of the Crop Trust’s fundraising effort for the endowment, thus mobilizing an additional \$350 million for the endowment fund by 2015. These amounts are indicative and meant as providing guidance in discussions with current and prospective donor countries.

Donors could also opt to add additional indicators to the burden-sharing calculation, for example by capturing the reliance of a given country on imported seeds, or the volume of food produced locally or being imported, or the size of the agriculture sector as a share of the national economy. Adding such indicators could help tailor the burden-sharing formula to the mission and context of the Crop Trust. The Crop Trust Secretariat may develop such indicators for future consideration by donors.

GCDT ENDOWMENT BURDENS H A R I N G T A B L E - I L L U S T R A T I V E

Phase 1: \$350 million replenishment for Endowment Fund by mid-2015

Data as of end-October 2013

(in US\$)	A	B	C	D	E = B * D	F	G = F * Target	H	I = G - H	K	L	M	N	O = M + N
Donors to the Endowment Fund	Size of Economy GNI in % of (\$bn, 2011)	all donors	Wealth of Economy GNI/capita vs. US (\$, 2011)		Share by donor (in %)	Adj. Share (for 100%) (in %)	Target Contrib. (\$ million)	Historical Contrib. (\$ million)	Target-Hist. Contrib. (\$ million)	Net Contrib. (no negat.) (\$ million)	Net Amount for \$350m (\$ million)	All Pledges to date (\$ million)	New Pledges for Endow. (\$ million)	Total Funding by Donor (\$ million) (in %)
Current Donors to the Endowment Fund														
Australia	1,118.9	1.83%	50,120	1.032	1.89%	2.73%	13.66	16.32	-2.66	0.00	0.00	16.70	0.00	16.70 2.38%
Egypt	219.2	0.36%	2,760	0.057	0.02%	0.03%	0.15	0.17	-0.02	0.00	0.00	0.17	0.00	0.17 0.02%
Ethiopia	34.0	0.06%	380	0.008	0.00%	0.00%	0.00	0.05	-0.05	0.00	0.00	0.05	0.00	0.05 0.01%
Germany	3,617.7	5.92%	44,230	0.911	5.40%	7.79%	38.97	10.20	28.77	28.77	26.07	11.06	26.07	37.12 5.30%
India	1,766.2	2.89%	1,450	0.030	0.09%	0.12%	0.62	0.05	0.57	0.57	0.52	0.05	0.52	0.57 0.08%
Ireland	178.3	0.29%	38,960	0.802	0.23%	0.34%	1.69	4.14	-2.45	0.00	0.00	4.14	0.00	4.14 0.59%
New Zealand	134.9	0.22%	30,620	0.631	0.14%	0.20%	1.01	0.05	0.96	0.96	0.87	0.05	0.87	0.92 0.13%
Norway	438.4	0.72%	88,500	1.823	1.31%	1.89%	9.45	33.10	-23.65	0.00	0.00	83.78	0.00	83.78 11.96%
Slovak Republic	92.3	0.15%	17,100	0.352	0.05%	0.08%	0.38	0.02	0.36	0.36	0.33	0.02	0.33	0.35 0.05%
Spain	1,428.3	2.34%	30,930	0.637	1.49%	2.15%	10.76	2.63	8.13	8.13	7.37	2.63	7.37	10.00 1.43%
Sweden	505.8	0.83%	53,530	1.103	0.91%	1.32%	6.59	11.89	-5.29	0.00	0.00	12.32	0.00	12.32 1.76%
Switzerland	604.1	0.99%	76,350	1.573	1.56%	2.25%	11.23	10.26	0.97	0.97	0.88	10.94	0.88	11.82 1.69%
United Kingdom	2,374.5	3.89%	37,840	0.779	3.03%	4.38%	21.88	19.47	2.41	2.41	2.19	19.47	2.19	21.66 3.09%
United States	15,126.5	24.77%	48,550	1.000	24.77%	35.77%	178.85	39.50	139.35	139.35	126.26	42.00	126.26	168.26 24.02%
Subtotal	27,639.0	45.25%			40.88%	59.05%	295.24	147.84	147.40	181.52	164.47	203.38	164.47	367.85 52.52%
Prospective Donors to Endowment Fund														
Angola	80.0	0.13%	3,970	0.082	0.01%	0.02%	0.08	0.00	0.08	0.08	0.07	0.00	0.07	0.07 0.01%
Argentina	201.6	0.33%	5,170	0.106	0.04%	0.05%	0.25	0.00	0.25	0.25	0.23	0.00	0.23	0.23 0.03%
Azerbaijan	47.2	0.08%	5,140	0.106	0.01%	0.01%	0.06	0.00	0.06	0.06	0.05	0.00	0.05	0.05 0.01%
Austria	405.7	0.66%	48,170	0.992	0.66%	0.95%	4.76	0.00	4.76	4.76	4.31	0.00	4.31	4.31 0.62%
Belgium	506.4	0.83%	45,840	0.944	0.78%	1.13%	5.65	0.00	5.65	5.65	5.12	0.00	5.12	5.12 0.73%
Brazil	2,107.0	3.45%	10,700	0.220	0.76%	1.10%	5.49	0.00	5.49	5.49	4.97	0.03	4.97	5.00 0.71%
Brunei	12.5	0.02%	31,590	0.651	0.01%	0.02%	0.10	0.00	0.10	0.10	0.09	0.00	0.09	0.09 0.01%
Bulgaria	48.8	0.08%	6,640	0.137	0.01%	0.02%	0.08	0.00	0.08	0.08	0.07	0.00	0.07	0.07 0.01%
Canada	1,611.3	2.64%	46,730	0.963	2.54%	3.67%	18.34	0.00	18.34	18.34	16.62	9.01	16.62	25.63 3.66%
Chile	212.1	0.35%	12,250	0.252	0.09%	0.13%	0.63	0.00	0.63	0.63	0.57	0.00	0.57	0.57 0.08%
China	6,645.3	10.88%	4,940	0.102	1.11%	1.60%	7.99	0.00	7.99	7.99	7.24	0.00	7.24	7.24 1.03%
Colombia	286.9	0.47%	6,090	0.125	0.06%	0.09%	0.43	0.00	0.43	0.43	0.39	0.04	0.39	0.42 0.06%
Croatia	59.2	0.10%	13,830	0.285	0.03%	0.04%	0.20	0.00	0.20	0.20	0.18	0.00	0.18	0.18 0.03%
Czech Republic	196.4	0.32%	18,720	0.386	0.12%	0.18%	0.90	0.00	0.90	0.90	0.81	0.00	0.81	0.81 0.12%
Denmark	335.1	0.55%	60,160	1.239	0.68%	0.98%	4.91	0.00	4.91	4.91	4.45	0.00	4.45	4.45 0.64%
Estonia	20.4	0.03%	15,260	0.314	0.01%	0.02%	0.08	0.00	0.08	0.08	0.07	0.00	0.07	0.07 0.01%
Finland	257.3	0.42%	47,740	0.983	0.41%	0.60%	2.99	0.00	2.99	2.99	2.71	0.00	2.71	2.71 0.39%
France	2,790.8	4.57%	42,690	0.879	4.02%	5.80%	29.01	0.00	29.01	29.01	26.29	0.00	26.29	26.29 3.75%
Hungary	128.0	0.21%	12,840	0.264	0.06%	0.08%	0.40	0.00	0.40	0.40	0.36	0.00	0.36	0.36 0.05%
Indonesia	713.2	1.17%	2,930	0.060	0.07%	0.10%	0.51	0.00	0.51	0.51	0.46	0.00	0.46	0.46 0.07%
Iran	315.8	0.52%	4,290	0.088	0.05%	0.07%	0.33	0.00	0.33	0.33	0.30	0.00	0.30	0.30 0.04%
Israel	220.4	0.36%	28,380	0.585	0.21%	0.30%	1.52	0.00	1.52	1.52	1.38	0.00	1.38	1.38 0.20%
Italy	2,146.3	3.51%	35,350	0.728	2.56%	3.70%	18.48	0.00	18.48	18.48	16.74	0.99	16.74	17.73 2.53%
Japan	5,768.6	9.44%	45,130	0.930	8.78%	12.68%	63.40	0.00	63.40	63.40	57.45	0.00	57.45	57.45 8.20%
Korea (South)	1,038.7	1.70%	20,870	0.430	0.73%	1.06%	5.28	0.00	5.28	5.28	4.78	0.00	4.78	4.78 0.68%
Kuwait	133.8	0.22%	44,730	0.921	0.20%	0.29%	1.46	0.00	1.46	1.46	1.32	0.00	1.32	1.32 0.19%
Latvia	27.4	0.04%	13,300	0.274	0.01%	0.02%	0.09	0.00	0.09	0.09	0.08	0.00	0.08	0.08 0.01%
Lithuania	39.4	0.06%	13,000	0.268	0.02%	0.02%	0.12	0.00	0.12	0.12	0.11	0.00	0.11	0.11 0.02%
Luxembourg	40.1	0.07%	77,380	1.594	0.10%	0.15%	0.76	0.00	0.76	0.76	0.68	0.00	0.68	0.68 0.10%
Malaysia	253.0	0.41%	8,800	0.181	0.08%	0.11%	0.54	0.00	0.54	0.54	0.49	0.00	0.49	0.49 0.07%
Mexico	1,070.2	1.75%	8,970	0.185	0.32%	0.47%	2.34	0.00	2.34	2.34	2.12	0.00	2.12	2.12 0.30%
Netherlands	829.0	1.36%	49,660	1.023	1.39%	2.01%	10.03	0.00	10.03	10.03	9.08	2.50	9.08	11.58 1.65%
Nigeria	207.3	0.34%	12,260	0.253	0.09%	0.12%	0.62	0.00	0.62	0.62	0.56	0.00	0.56	0.56 0.08%
Oman	53.5	0.09%	19,110	0.394	0.03%	0.05%	0.25	0.00	0.25	0.25	0.23	0.00	0.23	0.23 0.03%
Peru	151.5	0.25%	5,120	0.105	0.03%	0.04%	0.19	0.00	0.19	0.19	0.17	0.00	0.17	0.17 0.02%
Poland	475.3	0.78%	12,330	0.254	0.20%	0.29%	1.43	0.00	1.43	1.43	1.29	0.00	1.29	1.29 0.18%
Qatar	145.3	0.24%	76,010	1.566	0.37%	0.54%	2.69	0.00	2.69	2.69	2.44	0.00	2.44	2.44 0.35%
Romania	179.0	0.29%	8,370	0.172	0.05%	0.07%	0.36	0.00	0.36	0.36	0.33	0.00	0.33	0.33 0.05%
Russia	1,546.0	2.53%	10,810	0.223	0.56%	0.81%	4.07	0.00	4.07	4.07	3.69	0.00	3.69	3.69 0.53%
South Africa	351.7	0.58%	6,950	0.143	0.08%	0.12%	0.60	0.00	0.60	0.60	0.54	0.00	0.54	0.54 0.08%
Saudi Arabia	500.5	0.82%	18,030	0.371	0.30%	0.44%	2.20	0.00	2.20	2.20	1.99	0.00	1.99	1.99 0.28%
Singapore	236.9	0.39%	45,690	0.941	0.37%	0.53%	2.64	0.00	2.64	2.64	2.39	0.00	2.39	2.39 0.34%
Slovenia	49.1	0.08%	23,940	0.493	0.04%	0.06%	0.29	0.00	0.29	0.29	0.26	0.00	0.26	0.26 0.04%
Thailand	307.3	0.50%	4,620	0.095	0.05%	0.07%	0.35	0.00	0.35	0.35	0.31	0.00	0.31	0.31 0.04%
Turkey	767.7	1.26%	10,510	0.216	0.27%	0.39%	1.96	0.00	1.96	1.96	1.78	0.00	1.78	1.78 0.25%
United Arab Emir.	319.3	0.52%	35,770	0.737	0.39%	0.56%	2.78	0.00	2.78	2.78	2.52	0.00	2.52	2.52 0.36%
Venezuela	347.0	0.57%	11,760	0.242	0.14%	0.20%	0.99	0.00	0.99	0.99	0.90	0.00	0.90	0.90 0.13%
Subtotal	33,439.2	54.75%			28.35%	40.95%	204.76	0.00	204.76	204.76	185.53	12.56	185.53	198.09 28.28%
All Donor Countries	61,078.2	100.00%			69.24%	100.00%	500.00	147.84	352.16	386.28	350.00	215.94	350.00	565.94 80.80%
Other donors												134.49	0.00	134.49 19.20%
TOTAL												350.43	350.00	700.43 100.00%

Notes: GNI data from World Bank Atlas Method <http://data.worldbank.org/indicator/NY.GNPATLS.CD>. Data for Argentina = 2006, and from Kuwait = 2010.

4. FUNDRAISING ROADMAP 2013-2018

4.1 TIMELINE

2014 The remainder of 2013 and the year 2014 will be used by the Crop Trust Secretariat to reach out to current and potential new donors. The objective will be to build up momentum and consensus for holding a pledging conference in 2015 to complete Phase 1 of the endowment.

Subsequent donor meetings may involve both technical and financial discussions. The Crop Trust may put forward for discussion a number of substantive issues and choices with respect to its operations to secure crop diversity, such as by drafting a series of papers on a variety of technical topics, if of interest to donors.

The following opportunities for discussions with stakeholders are envisaged during 2014:

First-half 2014

At the margins for the annual Gruene Woche ("green week") fair in Berlin, the Crop Trust will participate in the Global Forum for Food and Agriculture, hosted by the German Government.

The Crop Trust will hold an Executive Board meeting in Longyearbyen in the Svalbard archipelago. At conjunction, there may be a visit of selected partners of the Crop Trust to the Svalbard Global Seed Vault.

Second-half 2014

The FAO and the Crop Trust may jointly invite a group of Ministers of Agriculture for a visit to the Svalbard Global Seed Vault. This event may conclude with a communiqué to underline the importance of funding the endowment fund of the Crop Trust, by 2015.

At the next Donors' Council and Board meetings, details of the planned pledging conference during 2015 will be discussed and agreed to.

All of 2014

The Crop Trust may capitalize on agricultural conferences and events held in different regions of the world in order to hold discussions with current and potential donors. A focus may be on to increase engagement with middle-income countries as potential future contributors to the endowment of the Crop Trust.

2015. The Crop Trust would hold its first pledging conference and replenishment meeting to mobilize funding for the endowment target under Phase 1. The main pledging conference could be preceded by a pre-meeting of donors, if necessary. Making use of a pre-meeting has the advantage of fostering communication and collaboration among all donors and stakeholders, building political momentum and generating consensus. The timing of these meetings will be such that donors have sufficient prior time in their own capitals to request and secure budgetary approvals through their regular annual budget cycles. The final pledging conference would offer a venue for donors to publicly announce their contributions.

The Crop Trust would prepare a replenishment report for review and endorsement by donors at the pledging conference. The report would list the various operational work commitments made by the Crop Trust over the coming 3 years (2015-2018), and specify the financial commitments made by donors for their contributions to the endowment under Phase 1. Financing pledges of donors under Phase 1 would receive appropriate publicity and recognition, and there would be widespread communications outreach upon reaching agreement on replenishment under Phase 1.

2016 - 2018 Assuming that donors and partners support expanding the endowment of the Crop Trust under Phase 2, the Crop Trust would hold a second pledging conference by 2018. The three years leading to 2018 would be used to build up further momentum and support from current and potential new donors. This effort would target in particular emerging economies, as many of the further collections to be supported under Phase 2 would likely be located in low- and middle-income countries.

4.2 SUPPORT FROM PARTNERS

To make major fundraising efforts a success requires cooperation with many supporting partners. Beyond the active support from current donors and from Board Members of the Crop Trust, the Crop Trust Secretariat will work to establish various strategic alliances. The Government of Germany as the host nation for the Crop Trust would play a particularly important role in generating political support from the donor community.

Key institutional partners in the fundraising effort would include the Secretariat of the International Treaty on Plant Genetic Resource for Food and Agriculture located in Rome; the Consortium Office of the CGIAR in Montpellier; the Secretariat of the CGIAR housed within the World Bank in Washington; the Secretariat of the Convention on Biological Diversity in Montreal; the Food and Agriculture Organization in Rome; and selected foundations, NGOs and interest groups in the field of nutrition, food security, conservation of natural resources, climate change and economic development. Another potential partner could be the Secretariat of the UN Framework Convention on Climate Change (UNFCCC) in Bonn, given the strong linkages between adaptation to climate change and preserving crop diversity.

CONSERVING



DIVERSITY

FOREVER

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